

July 28 1972

NUMBER 5010.16



ASD(M&RA)

Department of Defense Directive

SUBJECT Defense Management Education and Training Program

Refs: (a) DoD Directive 5010.16, "Defense Management Education and Training Program, " September 12, 1966 (hereby cancelled)
(b) DoD Instruction 5010.18, "Operating and Administrative Procedures for the Defense Management Education and Training Program, " June 28, 1968 (hereby cancelled)

REISSUANCE AND PURPOSE

This Directive reaffirms a Defense Management Education and Training Program for DoD personnel engaged in the performance of management functions. References (a) and (b) are hereby superseded and cancelled.

I. APPLICABILITY

The provisions of this Directive apply to all DoD components (Military Departments, Defense Agencies, OJCS, and OSD). They do not include professional military training, combat readiness technical or specialist training, or civilian institution degree programs, except for those specifically concerned with business or public management.

I[1. DEFINITIONS

A. Categories of Management Education and Training

1. General management -- principles and practices.
2. Functional management -- a narrower use of the term, applied to such specialized areas as the resource utilization functions of personnel, **finance**,

research and development, procurement, or logistics management.

3. Managerial analytical techniques.

- B. Management Education and Training Catalog. A listing of all single component and defense management education and training courses, showing pertinent data relating to each course.
- c. Defense Management Course. An approved course which is conducted within the DoD to meet a common management education and training need of more than one DoD component,
- D. single Component Management Course. A course covering the subject matter which is peculiar to the needs of a single DoD component.
- E. Sponsor Component. The DoD component which has the responsibility for providing a Defense Management Course.
- F. Use r Component. Any component assigning students to courses sponsored by another DoD component.
- G. Primary Functional Coordinator. The individual designated in paragraph VI. C. to coordinate the efforts of the DoD components in a particular functional field.
- H. Secondary Functional Coordinator. An individual designated by the Primary Functional Coordinator to act in his behalf with respect to a specific phase of the functional field.

IV. OBJECTIVES

The objectives of the Program are to:

- A. Provide personnel engaged in management functions with necessary education and training which will promote maximum efficiency and skillful, professional performance.
- B. Promote uniform DoD implementation of policies, directives and instructions by providing suitable educational and training opportunities.

- c. **Encourage improvement in management practices through the interchange of ideas.**
- D. **Maximize Defense Management Courses in subject fields not peculiar to one DoD component; and encourage development by the Services of single component courses only when they meet the peculiar needs of the individual Service.**

V. **POLICIES**

- A. **Management education and training throughout the DoD will be conducted so as to achieve efficient education and training, responsiveness to user needs, and the best utilization of available resources (including facilities).**
- B. **Catalog(s) of management courses will be issued as required. (See Enclosure 1, subsection III.A.)**
- c. **The faculties (military portion) of Defense courses will be multi-Service, where appropriate, so as to provide a blend of Service views; and, insofar as feasible, will be on a pro rata basis according to course-student loads.**
- D. **Defense Management Courses will be reviewed regularly to insure adequacy of content and to anticipate training needs consistent with the procedures set forth in the Enclosure.**
- E. **Education and training facilities requirements for Defense Management Courses will be included in individual Service's five-year requirements projections.**
- F. **When required by the User Components, resident instruction programs for Defense Management Courses will be supplemented by nonresident programs, such as correspondence, on-the-job training courses and mobile training teams, consistent with training practices of the Sponsor Components involved.**
- G. **Employees of private organizations under contract to a DoD component are authorized attendance at DMET courses provided the DoD component certifies that a valid requirement for attendance exists. In all such cases, the regulations of the Sponsoring Component regarding the eligibility for attendance of civilian contractor personnel at component schools will be complied with.**

VI. RESPONSIBILITIES

- A. The Assistant Secretary of Defense (Manpower and Reserve Affairs) will be responsible for policy and evaluation of the overall Defense Management Education and Training Program.**
- B. A Defense Management Education and Training Board (DMETB) will monitor management education and training to assure a comprehensive and coordinated program, directed toward and responsive to the needs of preparing managers for general management, functional management, and use of managerial analytical techniques.**
 - 1. The Assistant Secretary of Defense (Manpower and Reserve Affairs) is designated as Chairman of the Board. The ASD(M&RA) will designate a member of his staff to provide the staff and support required by the Board in the discharge of its responsibilities, as outlined in 3. below.**
 - 2. The Secretary of the Army, the Secretary of the Navy, the Secretary of the Air Force and the Chairman of the Joint Chiefs of Staff will each designate an individual and an alternate to serve on the Board.**
 - 3. The DMETB will:**
 - a. Coordinate the development of suitable and timely courses to cover the needs of Defense management education and training and the requirements for such education and training on a five-year basis.**
 - b. Oversee the development and publication of the Management Education and Training Catalog.**
 - c. Serve as final approval body for courses designated as Defense Management Courses. All single component management courses will be reported to the DMETB and listed in the DMET Catalog.**
- c. The Director of Defense Research and Engineering, the Assistant Secretaries of Defense and the Heads of Defense Agencies shall each designate a DoD-wide Primary Functional Coordinator of management education and training in their**

respective fields. The 'Primary Functional Coordinator will:

1. Provide advice to the Board on the establishment of Defense Management Courses. For approved courses, the se repre -
sentatives will be responsible for monitoring their execution
from the point of view of professional quality and effectiveness.
2. Assure that the normal channels of command are utilized and
the individual Service responsibilities are maintained in
monitoring their portion of the Defense Management Educa-
tion and Training Program.
3. Review Single Component Courses in search of opportunities
for the establishment of Defense Management Courses, and
make their recommendations thereon to the Board.
4. Review Defense Management Courses, as outlined in the En-
closure, to insure that the curricula of Defense Management
Courses are responsive to the needs of all DoD users and
that matters peculiar to a certain user element and/or with-
out Do D-wide application are not included in Defense courses.
5. Designate, as required, Secondary Functional Coordinators
to act in his behalf with respect to a specific phase of the
functional field.

D. Sponsor Components will:

1. Provide Defense Management Courses as approved by the
DMETB.
2. Insure that schools establish necessary liaison with their
appropriate Functional Coordinators to permit a timely flow
of information and guidance on DME T course curricular
matte rs.
3. Schedule periodic reviews in conjunction with the approp -
riate Functional Coordinators, including principal users
and any other appropriate components.
4. Continue to provide Single Component management education
and training to meet needs which are peculiar to their com-
ponents but not appropriate for joint attendance.

E. User Components will:

1. Provide to Sponsor Components, via appropriate channels,

coordinated and realistic training requirements in accordance with the Enclosure.

2. Provide assistance to Sponsoring Components, Functional Coordinators, and schools in validating estimated requirements for courses being considered for establishment or disc tablishment.
3. Develop and coordinate administrative procedures for timely and effective use, or revision if necessary, of all allocated quotas for DMET courses.
4. Provide participation in the curriculum review process, when reque steal, to provide user evaluation of DME T courses.

VII. FINANCING

- A. The Sponsor Component of each Defense Management Course will be responsible for programming, budgeting and financing all expenses incident to the planning, developing and operation of the course except as provided below. No reimbursement for such expenses will be made to the Sponsor Component by the using DoD components.
- B. The pay, allowances (including subsistence) and permanent change of station travel costs of military personnel assigned as faculty members for courses conducted by another DoD component will be borne by the DoD component from which assigned.
- C. Pay, allowances (including subsistence) and travel costs (not integral to courses of instruction) of military and civilian personnel assigned as students will be borne by the using DoD components.
- D. When employees of private organizations are authorized attendance at DMET courses under the provisions of subsection V. G. above, the Sponsoring Component shall make a determination as to whether the cost of the training should be borne by the employer or the U. S. Government. This determination will be based upon whether the course is primarily advantageous to the Government or to the contractor.

VIII. EFFECTIVE DATE AND IMPLEMENTATION

The provisions of this Directive are effective immediately. Two copies of implementing instructions will be furnished the Assistant Secretary of Defense (*Manpower and Reserve Affairs*) within sixty days.

A handwritten signature in black ink, reading "Kenneth Rush". The signature is written in a cursive, flowing style with a large initial "K".

Deputy Secretary of Defense

Enclosure - 1

Procedures for the Administration of the DMETP

PROCEDURES FOR THE ADMINISTRATION OF THE DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM

I. Operating Procedures of the Defense Management Education and Training Board (DMETB)

A. Establishment of an "Agenda Planning Committee"

1. This committee will consist of the Primary Functional Coordinators and a representative of each Military Department and the Joint Staff. Each Assistant Secretary of the Military Departments (M&RA) and the Director of Personnel (J-1) of the Joint Staff will designate one representative as a member of this committee of the DMETB. The *Director, Education Programs and Management Training, OASD(M&RA)* will serve as chairman.

2. The function of the Agenda Planning Committee will be to act as a working group for the DMETB, to provide a coordinating medium and to identify problems and issues that should be brought to the attention of the DME TB. When a problem or issue is identified, the Board will then either decide the issue or problem or will determine what further research may be needed, and will assign responsibility for such further work. Such assignments might be made to ad hoc teams, to one Department or OSD office, or, if appropriate, to the Agenda Planning Committee.

B. Role of Primary Functional Coordinators

1. In specific functional fields (Logistics, Comptroller-ship, R&D, etc.), it is recommended that the Primary Functional Coordinator, under the direction of his respective Assistant Secretary, establish such standing *or* ad hoc groups of Departmental counterparts as he considers necessary to reach agreement on questions involving course preparation, course review, validity of training requirements, equivalent y policies, etc. The Primary Functional *Coordinators will* keep the Board informed of their actions.

2. When a Primary Functional Coordinator wishes to propose establishment of a new Defense course or when he encounters a problem which requires resolution by the Board, he will refer such matters to the Agenda Planning Committee for Board discussion.

3. The Primary Functional Coordinator will appoint Secondary Functional Coordinators, as required, to assist in the management of specified subject areas. The functions of the Secondary Functional Coordinator will be as specified by the appointing Primary Functional Coordinator.

II. Administration of Defense Management Courses

A. Establishment of a new Defense Management Course

1. Requests for the establishment of a new course may be generated by any DoD component or Primary Functional Coordinator.

2. Requests will contain:

- a. A general description
- b. Learning objectives
- c. Level to which the course should be aimed
- d. Estimated training requirements
- e. Suggested course length and frequency
- f. Required starting date

3. The Primary Functional Coordinator will:

- a. Review for:
 - (1) Applicability
 - (2) Feasibility
 - (3) Validity
 - (4) Duplication of existing courses
- b. Coordinate development of a Program of Instruction (POI) or curriculum outline for the course.
- c. Add any appropriate comments.
- d. Forward the request to the Chairman of the DMETB and make a recommendation for an appropriate Executive Agent.

4. If the DMETB approves the request, it will assign the course development to a Sponsoring Component.

5. The Sponsoring Component will assign ● & responsibility for the development of lesson plans to the school or institution under its command with competence in the subject area. During the development process, direct communication is authorized for coordination among the schools, the User Components and the appropriate Functional Coordinators. The plan for the course will include a validated estimate from the User Components of the projected requirements for the course and information on resources required for support.

6. When completed, the lesson plans, POI outline and any comments concerning non-coordination by interested DoD components will be submitted by the school to the Primary Functional Coordinator for review.

7. After resolution of any existing differences and approval by the Primary Functional Coordinators and the Sponsoring Component, the DMETB will be informed. If additional resources are required by the Sponsoring Component in order to present the course, the Primary Functional Coordinator will request required assistance from the DMETB.

8. The school will then proceed with the final programming of the course with the representatives from the User Components and the cognizant Primary Functional Coordinator. If on-site coordination is required, funding for travel and per diem will be supported by the parent commands of the participants.

9. Upon approval of the course program, course description and other pertinent data will be provided the DoD through the DME T catalog.

B. Disestablishment of an Existing Defense Management Course

1. When it is determined by a Sponsoring or User Component or a Primary Functional Coordinator that a course is not being utilized or is no longer required, a request to disestablish it will be submitted to the DMET B, through the Primary Functional Coordinator, giving the justification for the proposed action.

2. The Primary Functional Coordinator will coordinate the request with all User Components. Providing coordination has been completed, the Primary Functional Coordinator is authorized to approve the request and advise the DMETB of this action. If there is disagreement which cannot be resolved, the proposal will be submitted to the DMETB for resolution.

cm **Procedures for Reviewing Programs of Instruction of Defense Management Courses**

1. Reviews scheduled on annual basis: Each Sponsoring school will provide an annual schedule on a fiscal year basis to User Components and Primary Functional Coordinators for the review of Defense Management Courses. sponsoring schools will schedule course reviews in coordination with Sponsoring Component and Primary Functional Coordinator. Only those courses which the Sponsoring Component or the Primary Functional Coordinator believes need review will be included in the schedule.

2. Reviews scheduled due to specific requests: Each Sponsoring school presenting a Defense Management Course will initiate a review of its POI or complete lesson plans if requested by a Primary Functional Coordinator *or* a User Component through the Primary Functional Coordinator and Sponsoring Component.

3. Procedures for conducting reviews:

a. Sponsoring schools will establish course reviews in coordination with the Sponsoring Component and Primary Functional Coordinator and will invite participation in the course reviews by User Components and Primary Functional Coordinators. If on-site coordination at the school is required, any funding for travel and per diem for participants will be provided by their parent commands.

b. As a result of the review, Primary Functional Coordinators, in collaboration with Sponsor Components, are authorized to approve *minor* revisions of course content for Defense Management Courses. Major revisions must be coordinated with User representatives and Sponsor Components and the DMETB advised.

III. Publication of the Defense Management Education and Training Catalog

A. The Defense Management Education and Training Catalog is the official source of information concerning courses of instruction referred in accordance with Department of Defense "Defense Management Education and Training Program." This catalog, to be published and funded by the Defense Supply Agency (DSA), provides in one reference document essential information concerning Defense Management Education and Training Courses that are available in the Department of Defense.

B. The catalog will:

1. Include general information on the DMETP, cross -index references listing courses by school and *function*, school information, course descriptions, quota request information and enrollment forms and procedures. Both resident and nonresident course information will be included.

2. Be loose-leaf to permit the insertion of change without disturbing the order of contents.

3. Be kept current by periodic changes. It will be reprinted and reissued only when the number of changes make it economically feasible.

c. As directed by the DMETB, a catalog committee will be established to administer the compilation and distribution of the catalog. The catalog committee will be under the chairmanship of DSA.

D. Each Sponsoring Component will provide information concerning its courses and schools in accordance with the policy for catalog content as established by the DMETB.

IV. Reporting Procedures

A. Requirements

1. Reports of projected requirements for the next five fiscal years for the courses listed in the DMET Catalog will be submitted annually prior to December 1 by User Components to each Sponsoring Component, and Chairman, Agenda Planning Committee, as follows:

a. Requirements for the next fiscal year for resident courses will be listed for each course by quarters in the Requirements Section of DD Form 1631 (Attachment 1).

b. Requirements for the next fiscal year for nonresident courses except on-site category will be listed in total column for each course in the Requirements Section of DD Form 1631 (Attachment 1).

c. Requirements for next fiscal year for each course presented *on-site* such as Navy-Sponsored Procurement Courses will be submitted on DD Form 1631-1 (Attachment 2).

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d. Requirements for the four subsequent fiscal years will be listed on DD Form 1632 (Attachment 3).

e. Separate entries will be made for officers, enlisted personnel, and civilians for each course of each school for resident, nonresident, and on-site categories of instruction.

2. By March 1, the Sponsoring Components will notify the User Components when the Sponsoring Components are unable to provide sufficient spaces for requested resident and on-site instruction to fill user requirements. Alternate methods of accomplishment such as additional on-site instruction, on-the-job training, or correspondence courses will be offered wherever possible.

B. Quotas and Class Schedules

1. Annually, prior to April 1, each Sponsoring Component will forward to appropriate User Components and to the Chairman, Agenda Planning Committee, a report of quotas which have been assigned for the next fiscal year in response to requirements requested in para-IV. A. 1. above. Quotas assigned to each User Component for resident courses will be listed by quarter in the Quotas Section of DD Form 1631 (Attachment 1). Quotas for on-site classes will be published by Sponsoring Components as part of class schedules as indicated below.

2. By April 1, the Sponsoring Components will publish and distribute information concerning the schedule for resident and on-site classes and the availability of nonresident instruction for the fiscal year beginning the next July.

c. Attendance

1. Annually, prior to August 15, each Sponsoring Component will compile and forward to participating User Components and the Chairman, Agenda Planning Committee, a report of attendance of students compared with quotas assigned for the previous fiscal year at the various courses of the DMETP. Information for the report will be listed on DD Form 1633 (Attachment 4). Separate entries will be made for officers, enlisted personnel, and civilians for each course of each school, for residents nonresident, and on-site categories.

2. Evaluation of this report will point out existing deficiencies in the DMETP where *corrective* action should be taken to improve its effectiveness and efficiency.

D. Report Control Symbol

The reporting requirement of this Directive has been assigned Report Control Symbol DD-M (AR) 905.

Attachments - 4

DD Forms 1631, 1631-1, 1632 & 1633

DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM REQUIREMENTS/QUOTA ASSIGNMENTS		FISCAL YEAR		REPORT CONTROL SYMBOL					
TO:		FROM:							
SUBMITTING SERVICE/AGENCY									
<input type="checkbox"/> ARMY <input type="checkbox"/> NAVY <input type="checkbox"/> AIR FORCE <input type="checkbox"/> DSA <input type="checkbox"/> OTHER . 0 0 . <input type="checkbox"/> NON - DOD									
NAME OF SCHOOL									
RESIDENT/NON-RESIDENT COURSES									
COURSE NUMBER	COURSE TITLE	FISCAL YEAR	QTR.	REQUIREMENTS			QUOTAS		
				OPCR.	ENLIST.	CIV.	OPCR.	ENLIST.	CIV.
			1						
			2						
			3						
			4						
			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
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			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
GRAND TOTAL									

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(Att 2 to Encl 1)

DEFENSE MANAGEMENT EDUCATION & TRAINING PROGRAM REQUIREMENTS FOR COURSES PRESENTED ON-SITE						FISCAL YEAR		REPORT CONTROL SYMBOL		
TO: (Sponsoring School or Command)						FROM: (Requiring Activity Name & Official Address including City or Base)				
SUBMITTING SERVICE/AGENCY <input type="checkbox"/> ARMY <input type="checkbox"/> NAVY <input type="checkbox"/> AIR FORCE <input type="checkbox"/> DSA <input type="checkbox"/> OTHER DOD <input type="checkbox"/> NON-DOD										
COURSE NUMBER	COURSE TITLE	REQUIREMENTS				WILL HOST CLASS (ES)		MAXIMUM NUMBER WHO CAN ATTEND A CLASS AT ONE TIME		
		OFFICER	ENL.	CIV.	TOTAL	YES	NO	IN IMME- DIATE AREA (Note 1)	IN GENER- AL AREA (Note 2)	FROM HOST ACTIVITY
GRAND TOTAL										

NOTES: 1. Within local commuting distance.
 2. Not within local commuting, but within general geographical area.

DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM REQUIREMENTS					REPORT CONTROL SYMBOL	
Fiscal Years _____, _____, _____						
To:			FROM:			
SUBMITTING SERVICE/AGENCY						
<input type="checkbox"/> ARMY <input type="checkbox"/> NAVY <input type="checkbox"/> AIR FORCE <input type="checkbox"/> DSA <input type="checkbox"/> OTHER - DOD <input type="checkbox"/> NON-DOD						
NAME OF SCHOOL						
RESIDENT/NON-RESIDENT COURSES						
COURSE NUMBER	COURSE TITLE	YEARLY TOTAL	FISCAL YEAR	TOTAL		
				OFFICER	ENLISTED	CIVILIAN
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
			TOTAL			
GRAND TOTAL						

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REPLACES 1 NOV 67 EDITION WHICH IS OBSOLETE.